

# **Workshop on Change**

15<sup>th</sup> May 2014

# What are we going to cover today?

1. Why organisations face unprecedented pressure to change
2. What are the main obstacles to change in most organisations?
3. How can these obstacles to change be overcome?
4. What is the role of the leader in effecting valuable and lasting organisational change

# First table exercise

- Introduce yourself to everyone on your table
- Discuss your current experience of change in your organisation
- Are you undergoing a lot of change at present or are you anticipating that you will need to in the near future? What type of change is it? What are the main challenges?

# Why is it that organisations today face such pressure to embrace change?

- External environment changing/innovating at unprecedented pace
- In most cases changes to the external environment have a direct impact on a company's strategy and in extreme cases can make it redundant
- In most cases changes to the external environment are increasing competition and forcing companies to be more efficient
- Company strategy therefore needs to be fluid, ready to embrace innovation and change as an opportunity not a threat
- Changes to company strategy by definition impact everyone who works for the company

# What are the main obstacles to change in an organisation?

- Lack of compelling articulation of the reasons for change
- Failure to connect specific changes required with the organisation's strategy
- Vested interest blocking change
- Lack of relevant skills to implement
- Poor communication/coordination
- Poor leadership

# Second table exercise

- What are the main obstacles to change in your organisation?
- What do you do to tackle these obstacles?

# How can obstacles to change be overcome?

## Articulate reasons for change

- Whatever the change, the reasons need to be rigorously explored so everyone can articulated them
- Reasons for change require frequent repetition to internalise
- Use third parties to help reinforce the case

# How can obstacles to change be overcome?

## Connection with strategy

- Paint a clear vision of the future
- Present a clear strategy that supports the vision
- Explain what changes are needed to deliver the strategy
- Be clear about what is not changing (what we need to keep doing)



# How can obstacles to change be overcome?

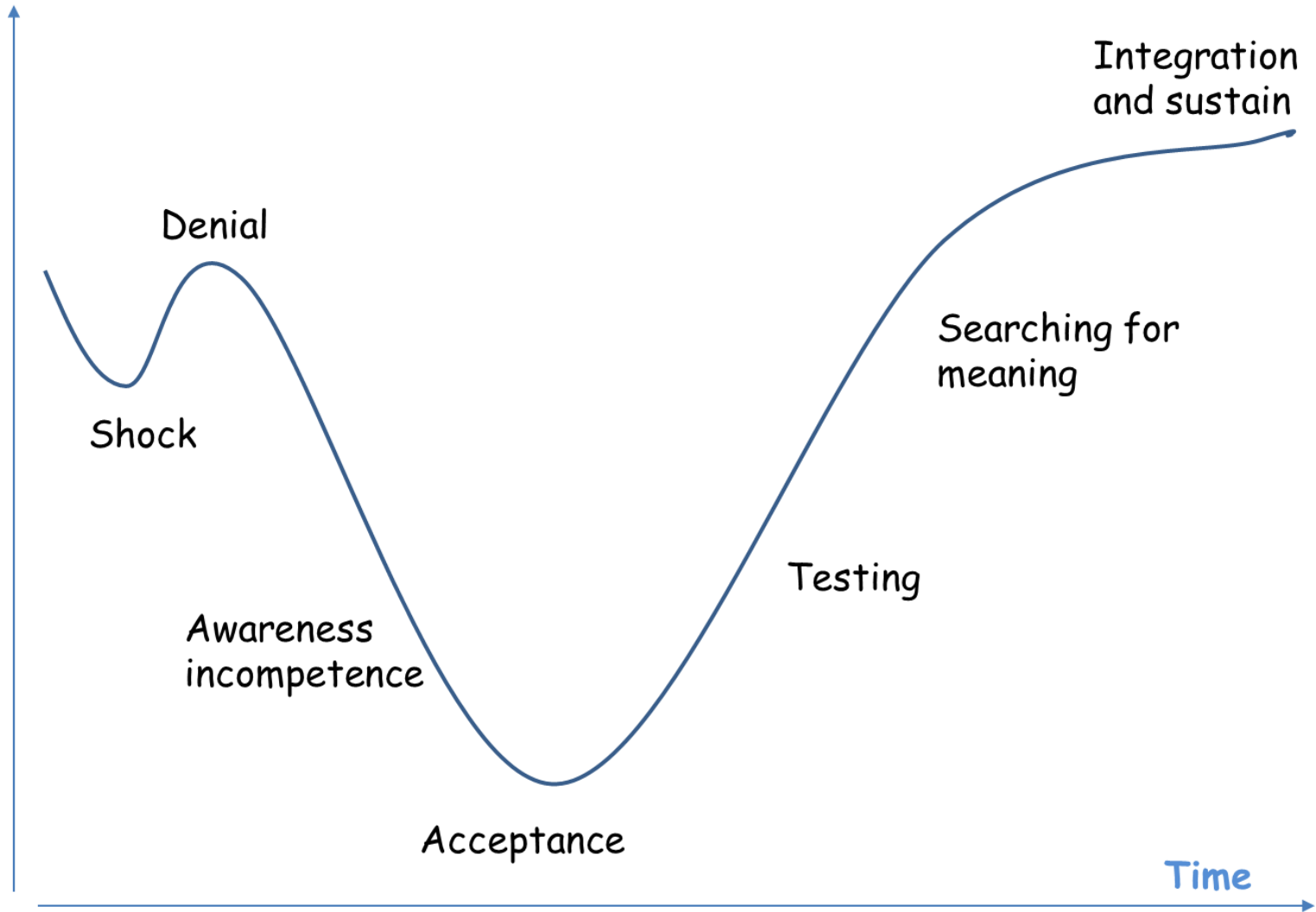
## Stakeholder Management

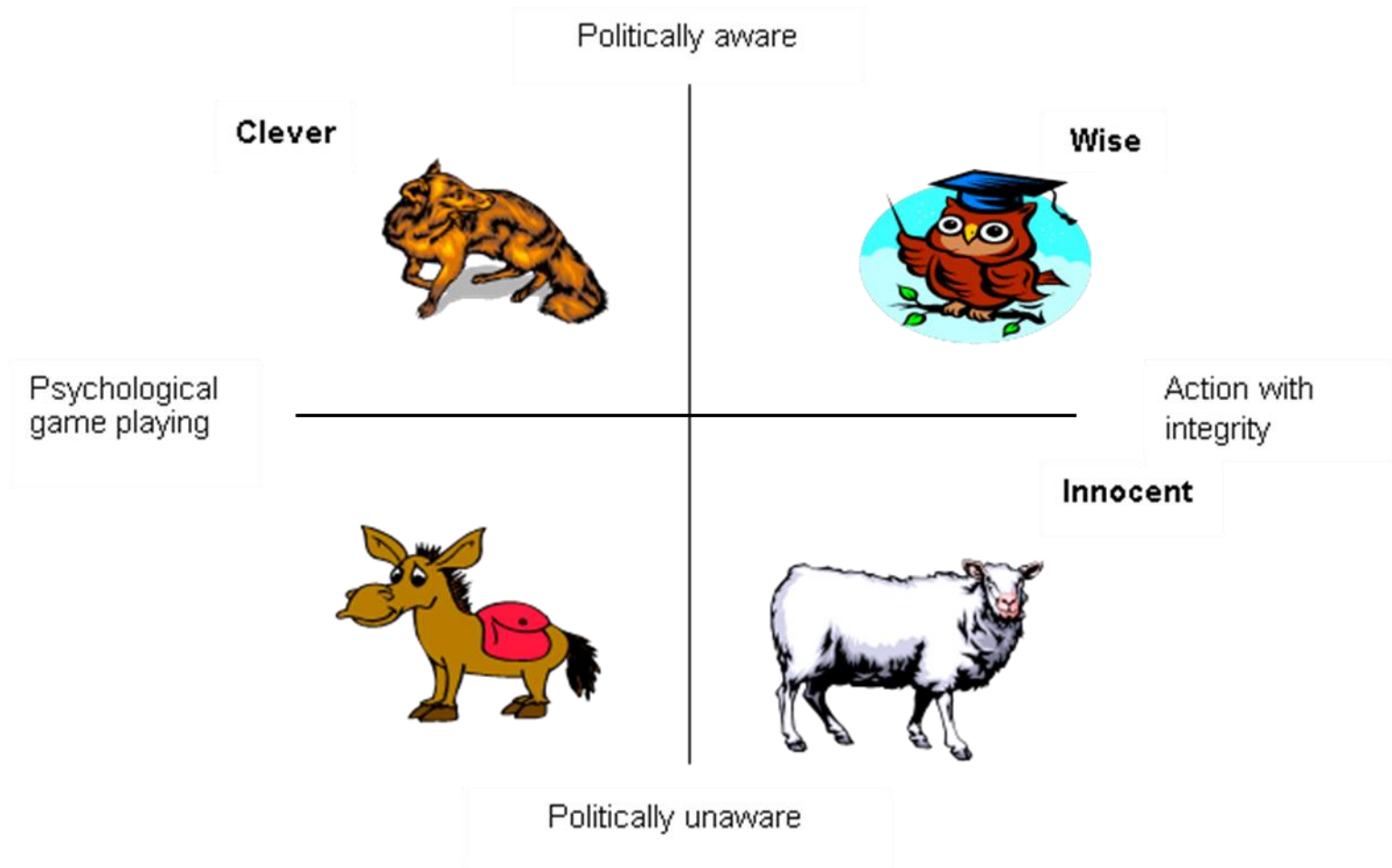
- Do you know your stakeholders?
- Where are your people on the change journey?
- Manage the politics!
- Have you identified the priorities?

# Why bother?

And let it be noted that there is no more delicate matter to take in hand, nor more dangerous to conduct, nor more doubtful in its success, than to set up as a leader in the introduction of changes. For he who innovates will have for his enemies all those who are well off under the existing order of things, and only the lukewarm supporters in those who might be better off under the new. This lukewarm temper arises partly from the fear of adversaries who have the laws on their side and partly from the incredulity of mankind, who will never admit the merit of anything new, until they have seen it proved by the event.

Competence/confidence





Baddeley, S & James, K (1987) 'Owl, Fox, Donkey, Sheep: Political Skills for Managers',

# How can obstacles to change be overcome?

## Skill set

- Use your people to explore the issue
- Do you have the capacity – both quantity and quality – in the organisation?
- Ensure you have technical skills to deliver the change
- Re-training or new appointments?
- Do you need to re-structure to give prominence to new skills needed?
- Are there senior people in organisation whose skills are not aligned to the changes required?

# How can obstacles to change be overcome?

## Incentives

- Consider rewards for the risk takers/leaders of change
- Are you investing time listening to concerns?
- Do you value the articulate resisters? Distinguish from silent assassins.
- Is someone coordinating the work of the various teams?



Priority

Map

To Deliver Strategy

Director of Fundriasing

Operational Director

Finance Director

etc.....

Charity as a whole

Quality Outcomes

Resources

People



Physical



Data



Money



Processes

Potential derailleurs:  
Assurances

# Mapping Priorities

# Third table exercise

- Who are your key stakeholders?
- How effectively are you communicating with them?
- Do you have the requisite skill set within your organisation to carry through the change programme?



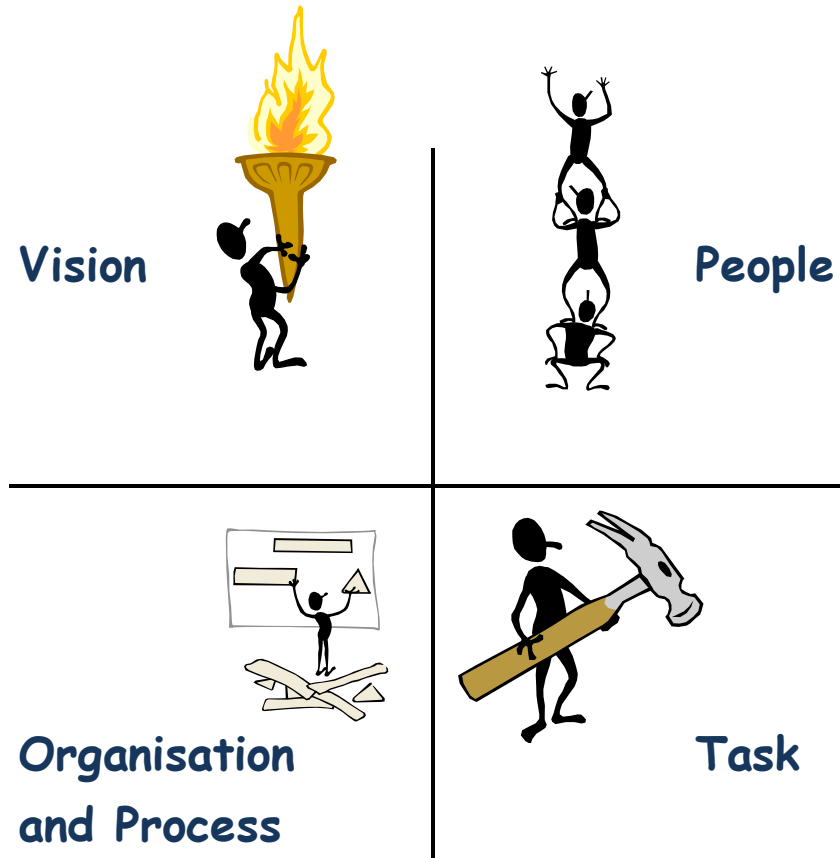
# Role of the Leader in a change environment

- Focus on the team – appoint change champions to spread the load
- Generate trust – deliver and be accountable
- Re-assure – change creates confusion, anxiety and uncertainty about the future
- Manage your energy – at times of change and uncertainty leaders need to be visible, energised and optimistic
- Are you getting honest feedback/mentoring about how you are leading the change?
- Ensure you have the support of your line manager and, where necessary, the Board. What does support mean to you?

# Role of the Leader in a change environment

- Communicate regularly and openly about progress
- Be ready to address difficult questions quickly
- Be realistic about the timetable – beware of change fatigue
- Celebrate success and progress
- Publicly praise those who are embracing the changes needed

# Covering the bases



# Fourth table exercise

- Consider your role as a leader of change in your organisation. Which areas do you need to focus on the most to ensure success? What will be your greatest challenges?

# What did we cover today?

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# Closing thoughts

## Key learning points

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What will you do differently as a result of this workshop?

## Key tools or frameworks

